

MEMORANDUM FOR: Harry

1. I circulated the Falklands memorandum to these NIO's and requested comments.
2. The replies from NIO/W, NIO/WE, and NIO/GPF are attached.
3. NIO/LA sends you a reply and to him the memorandum.
4. You have not been asked by the DCI but you should comment some day soon.

Fred

Date 20 Jan

FORM 5-75 101 USE PREVIOUS EDITIONS

## ROUTING AND RECORD SHEET

SUBJECT (Optional)				
FROM: H. E. Hutchinson Jr. VC/NIC 7E62 Hqs		EXTENSION	NO.	
			DATE: 27 Dec 1982	
TO: (Officer designation, room number and building)	DATE	RECEIVED	FORWARDED	OFFICER'S INITIALS
1. Harry Cochran				
2. [REDACTED]				
3. Dave McManis				
4. Ted Atkeson				
5. C. Menges [REDACTED]				
6. M. Kovner [REDACTED]				
7. VC/NIC				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

The attached study of DDI performance during the Falklands crisis is for your review and discussion only with the above named individuals. The DDI has requested this document be closely held; therefore I am restricting dissemination and discussion to the named individuals. The paper clips represent areas I thought were of particular interest to us, especially pp 56-57.

The first action required is to identify those actions or points in time when you or the NIC at large might have done something different and better. Second, provide brief recommendations for changes in NIC and NIO procedures.

Please complete your review and pass this to the next person in 2 days. Forward your memo to me promptly. Harry and I must discuss this with the DCI soon.

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SECRET

DDI 10231-82

20 DEC 82

MEMORANDUM FOR: Director of Central Intelligence

FROM: Robert M. Gates  
Deputy Director for Intelligence

SUBJECT: Evaluation of Directorate of Intelligence Coverage  
of the Falkland Islands Crisis

REFERENCE: DCI memo to DDI dtd 7 Dec 82, same subject

1. Action is completed or underway to implement all of the major recommendations made by the Product Evaluation Staff in its study of the Directorate's work on the Falkland Islands crisis. I have today issued a memorandum that takes care of the first four recommendations: delineation of managerial responsibility for crisis coverage, a segment of responsibility for administrative support of future task forces to CPAS; development of standard operating procedures for task force operations; and protection of analytic assets for thoughtful, forward-looking work during crisis situations. A copy is attached.

2. CPAS has developed a users' guide to the Crisis Management Analytical Support System and has prepared a training course. These will be used to train task force members and to familiarize all analysts with the system. In addition, CPAS is reconfiguring its Watch Teams to gain flexibility for stronger support on crises and is planning to install new, more capable computer terminals.

3. [ ] of ALA has been named to head a group that will be looking at information holdings ("data bases") on the third world presently available in CIA and elsewhere in the Community and determining what steps must be taken to expand and improve the data bases themselves, as well as our access to them. In this regard, I have also talked to Jim Williams at DIA and he has agreed to maintain a list of US military personnel who recently have served in key jobs throughout the world, so that we can reach such experts quickly when an unforeseen need arises.

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